MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2022/2023 (TERM ID 2210)

BKM2014– KNOWLEDGE MANAGEMENT

(All sections/Groups)

11 FEBRUARY 2023
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages.
2. Attempt ALL question. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

Structured Questions (100 Marks)

Answer ALL Questions

QUESTION 1

Great Western is a large insurance company in Singapore that has been operating for over 15 years. Over the years, it has grown to become the largest and most respected insurance company with over 2400 employees and close to 15000 independent agents. With a clientele of over 4.5 million policies and 289 branches in Singapore, Malaysia, Indonesia, Thailand, Hong Kong and Qatar.

Due to its downsizing initiatives in recent years, which has seen it reducing its workforce by close to 15%, Great Western had to lose a fair share of experienced and dedicated staff. Once these staff members left the company, it faced problems in dealing with the partners the staff that was made redundant/retrenched often handled and serviced. In addition, the organisation had problems locating documents and records of the particular service requests made by the clients as most of this information were not recorded on system. For example, when the policy approval unit (PAU) halved its size, it had issues with the approval of some types of policies as the remaining staff members were not familiar with the processes and criteria to evaluate these applications. After it realised the severe issues facing PAU, Great Western re-hired a few of these experienced old timers. It was interested to capture the knowledge of these old timers and ensure that its operations remain unaffected by the downsizing exercise.

a) Was Great Western facing a tacit or explicit knowledge issue? Explain. (5 marks)

b) Apart from capturing the knowledge of the old timers of PAU that were re-hired, what else could Great Western do to capture their knowledge using Nonaka and Takeuchi's SECI model of knowledge creation? Discuss. (15 marks)

c) Would 'learning by being told' be an effective method to capture knowledge at Great Western? How should company go about it? (10 marks)

(Total: 30 Marks)

Continued ...

QUESTION 2

Hewlett-Packard is a large, successful company with over $38 billion in 1996 revenues. The company competes in many markets, including computers and peripheral equipment, test and measurement devices, electronic components, and medical devices. It has 112,000 employees and over 600 locations around the world.

HP is known for its relaxed, open culture. All employees, including the CEO, work in open cubicles. Many employees are technically-oriented engineers who enjoy learning and sharing their knowledge. The company is also known for its decentralized organizational structure and mode of operations. Business units that perform well have a very high degree of autonomy. It is common, however, for employees to move from one business unit to another; this mobility makes possible some degree of informal knowledge transfer within HP.

a) Based on the mini case above, identify the type of culture that belongs to Hewlett-Packard and justify your answer. Discuss the downside of the culture that you identified for HP. (7 marks)

b) Gruber and Duxbury (2001) have outlined five environments conditions that support the knowledge sharing activity. Describe these **FIVE (5)** conditions. Based on the HP case study above, will their current environment support the company's knowledge-sharing initiative? Why? (10 marks)

c) The CEO of HP, Bob Walker, is formulating a KM strategy for the company and seeking your advice. As a future KM consultant, advise him on **FOUR (4)** tasks that need to be completed before formulating KM Strategy. (8 marks)

(Total: 25 Marks)

Continued ...

QUESTION 3

a) Develop a decision tree based on the following situation:

In order for a person to be sent for COVID-19 swab test, the health officer will check and confirm few symptoms first. Below table show the symptoms and the decisions:

Fever?	Dry Cough?	Difficulty of Breathing?	Status
Yes	Yes	Yes	Serious
Yes	Yes	No	Moderate
Yes	No	Yes	Serious
Yes	No	No	Moderate
No	Yes	Yes	Serious
No	Yes	No	Good
No	No	Yes	Moderate
No	No	No	Good

Those under status of serious and moderate will be sent for swab test.

(10 marks)

b) Some obstacles may hinder knowledge sharing within organizations, and one of them is the assumption among staff that "knowledge is power." Discuss **THREE (3)** other obstacles that may hinder knowledge sharing in organizations. (9 marks)

c) Discuss how the understanding of an individual's learning style using Bloom's taxonomy will help knowledge engineers to plan for their knowledge application and reuse initiatives in their organizations. (6 marks)

(Total: 25 Marks)

QUESTION 4

a) Describe what KM strategy is and discuss **TWO (2)** justifications for the need for KM strategy before any company embarks on its KM initiatives. (8 marks)

b) Describe **THREE (3)** types of incentives proposed by Callahan 2004 in motivating and encouraging employees to participate in KM initiative. (12 marks)

(Total: 20 Marks)

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